

## **EXECUTIVE COACHING: AN OVERVIEW**

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### **I. What Can A Coach Help With?**

#### **A) Some Examples of Common Goals:**

- Learn what it takes to be successful when you find yourself in or preparing for an unfamiliar role
- Improve communication and collaboration with your supervisor, team, peers, those in other departments, strategic partners or vendors
- Gain better understanding of the causes of recurring problems and respond more effectively at defining moments
- Boost team performance—realize better problem solving, decision making and coordinated action
- Get help with designing or upgrading your department or company for sustainable growth and resilience

#### **B) Examples of Situations That Can Benefit From Coaching:**

- Your strengths and proven approaches, while successful in the past, are inadequate to address the challenges you face today
- Your colleagues, strategic partners or investors don't really appreciate the value of what you're creating, or what it will take to realize its promise (e.g., new business model, new product or service, go to market strategy)
- New strategies and capabilities are needed to compete in markets where everything is accelerating and new technologies undermine today's products, services, processes, even business models
- You have an opportunity to disrupt an entrenched market or create a new category, but lack the know-how or prior experience
- Your company's people systems must evolve to keep pace with emerging technologies
- You're less than clear about whether or how to take on investors, and/or you're struggling to get the value needed from the board

### **II. What kinds of results can you expect? Some Examples:**

#### ***Personal Mastery:***

- Learn how to access and utilize effectively your own wisdom and inner resources—shift from “off balance” to a resourceful state in < 60 seconds
- Expand the range and flexibility of your problem-solving and creativity
- Improve your ability to express a clear and compelling rationale for proposed changes, strategies, decisions and actions
- Utilize better communication and negotiation skills to reduce vicious cycles and transaction costs when facing competing perspectives
- Clarify and articulate your vision and purpose

**Leadership Development:**

- Deepen and fully embody your own, distinctive leadership approach and style
- Recognize when and how to use different communication tactics and engagement modalities
- Distinguish performance management from coaching, and be more effective at both
- Improve your “soft skills” for working with differences (e.g., learning styles, communication preferences, diverse cultural and/or professional backgrounds)
- Distinguish low leverage events/symptoms from underlying systemic dynamics, and boost the impact of your interventions
- Learn how to identify and overcome “structural traps” (e.g., underlying structures driving undesirable behavior; undiscussibles; unexpressed yet competing expectations)
- Be able to inspire, coalesce and sustain alignment with diverse stakeholders

**Organization Design & Change:**

- Understand what it takes to exploit design thinking, lean planning, agile development and/or change management
- Learn how to co-evolve your business model, organizational architecture, and product architecture
- Learn how to set up cross-functional or cross-company teams for success, (with an emphasis on speed to market); including design, charter, facilitation, and evaluation
- Understand how to take on, or work with, the role of “Executive Champion/Sponsor”
- Know how to build an organization where top talent want to work and contribute their best

**III. Ways we can work together:**

- Private coaching to help you learn and experiment with new ideas and behaviors
- We provide real-time facilitation at your meeting/s with others (e.g., a colleague, direct report), or with a team to help ensure you achieve the outcomes you intend, while also supporting you to apply new skills to a difficult situation
- Together, we co-facilitate, or co-program manage a project—this amplifies the opportunity for learning via direct experience, and a partnership designed to boost your effectiveness
- We co-design a consulting engagement to address systemic challenges facing your team or organization

**IV. Contracting Options:**

- a) 50-80 minute private sessions, for a predetermined period of time
- b) 3, 6, or 12 month retainer tailored to meet your personal, professional, and/or organizational requirements
- c) Periodic sessions scheduled on an “as needed” basis
- d) Consulting contract based on desired outcomes or deliverables for a team or organization
- e) Customized training or skill-building sessions designed to enable rapid adoption and effective utilization of new methods, tools, or processes (e.g., to boost speed to market, ramp up sales, improve cross-functional team or cross-company performance)